

CITY OF DUBLIN

PREMIUM PAY FACTORS

1. Sustained and consistent high job performance that is measurably and noticeably exceptional on a consistent year-to-year basis. *Performance* is distinguishable from peers. Incumbent of the job requires minimal guidance, direction, and/or supervision, and is so efficient that he/she is able to complete a higher level of work and/or outcomes as compared to other peers.

2. Informal leadership role in a work group, unit, or team. Incumbent is the go-to person for new or less experienced staff and is responsible for providing formal and informal training.

3. Organization knowledge that is unique and adds measurable value to work product. Incumbent has extensive and specific knowledge of organization systems, procedures, people, and/or services that allows him/her to complete work significantly more efficiently than normal, provide guidance and direction to others, and/or identify potential issues that might not be obvious to others. Premium value may diminish significantly if the systems or procedures are changed.

4. Strategic impact on the organization's future. Incumbent has a combination of capabilities and proven results in an area that is of significant strategic importance to the long-term success of the organization. The incumbent (or candidate) is expected to capitalize on those capabilities and experiences by starting up a new program or service area, bringing in new customers, facilitating complex negotiations, and the like.

5. Behavior that models the City's Core Values. Incumbent performs his/her job in such a way that he/she consistently exhibits behaviors emulating the core values. The incumbent treats others with a high level of respect, upholds integrity, encourages and creates an environment of open communication; accepts responsibility, maintains a positive attitude, is dedicated to being a public servant, and consistently demonstrates his/her ability to work on and with a team.

5. Market Premiums for transportable and specialized capabilities. Incumbents are fully qualified to work in jobs that are paid a premium in the market. The actual premium may vary based on the type of job, the market supply and demand condition, and/or an incumbent's specific skill set. The key here is whether the incumbent's capabilities are, in fact, transportable and of value to other organizations.

6. Unique Capabilities in a discipline, function, or service area that is not readily available in the relevant employment market. Incumbents may be one of a few people in the region or country with the specific capabilities required where it is necessary to pay a premium to attract and retain them. Care should be taken in these areas that the organization will, in fact, receive a return on these premium capabilities and that hiring a consultant or contract person will not be sufficient.

Guidelines for Awarding Premium Pay

Assumptions:

1. Only a small percentage of the workforce will perform at a level warranting premium pay.
2. Existing employees who, because of their existing salary, will be above the target range will not be assumed to function at the premium pay level. They are considered as “above target” and will not be considered as a premium pay employee without being justified to and approved by the project team.

Guideline

To be awarded premium pay or receive a compounding increase in the premium pay range, the Division Director must provide justification to the project team. The project team makes the final decision of whether an employee enters premium pay or receives the compounding increase. Existing employees must meet multiple factors as part of the consideration.